

Exhibit 1609 to the Cisneros Declaration, Revised Version – Redacted

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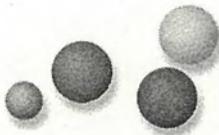
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Salary Planning 2007 Presentation to Engineering Directors

29 October 2007

Authors: Frank Wagner, Tiffany Wu



Agenda

- Google's compensation philosophy & background
- Improvements vs. last salary planning cycle
 - Design
 - Process & tools
- Salary planning approach
 - Market reference points
 - Merit adjustment principles
 - Promo adjustment principles
 - Budgets & planner discretion
- Appendix: Business rules for 2007 Salary Planning cycle
- Q&A

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Google's compensation philosophy

Google strives to pay Googlers in ways that support three main objectives:

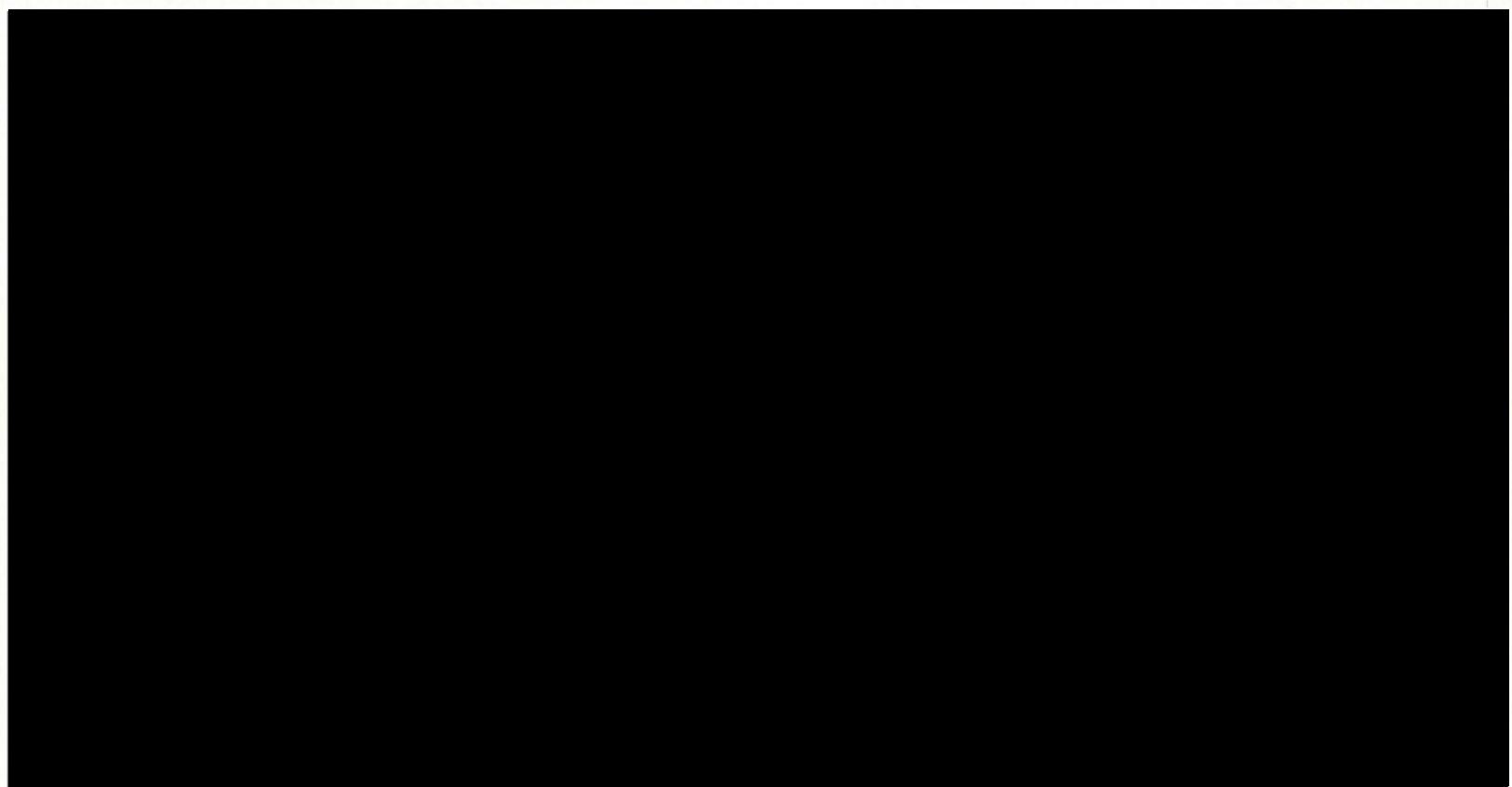
1. Attract and retain the world's best talent
2. Support Google's culture of innovation and performance
3. Align employee interests with shareholder interests in company success

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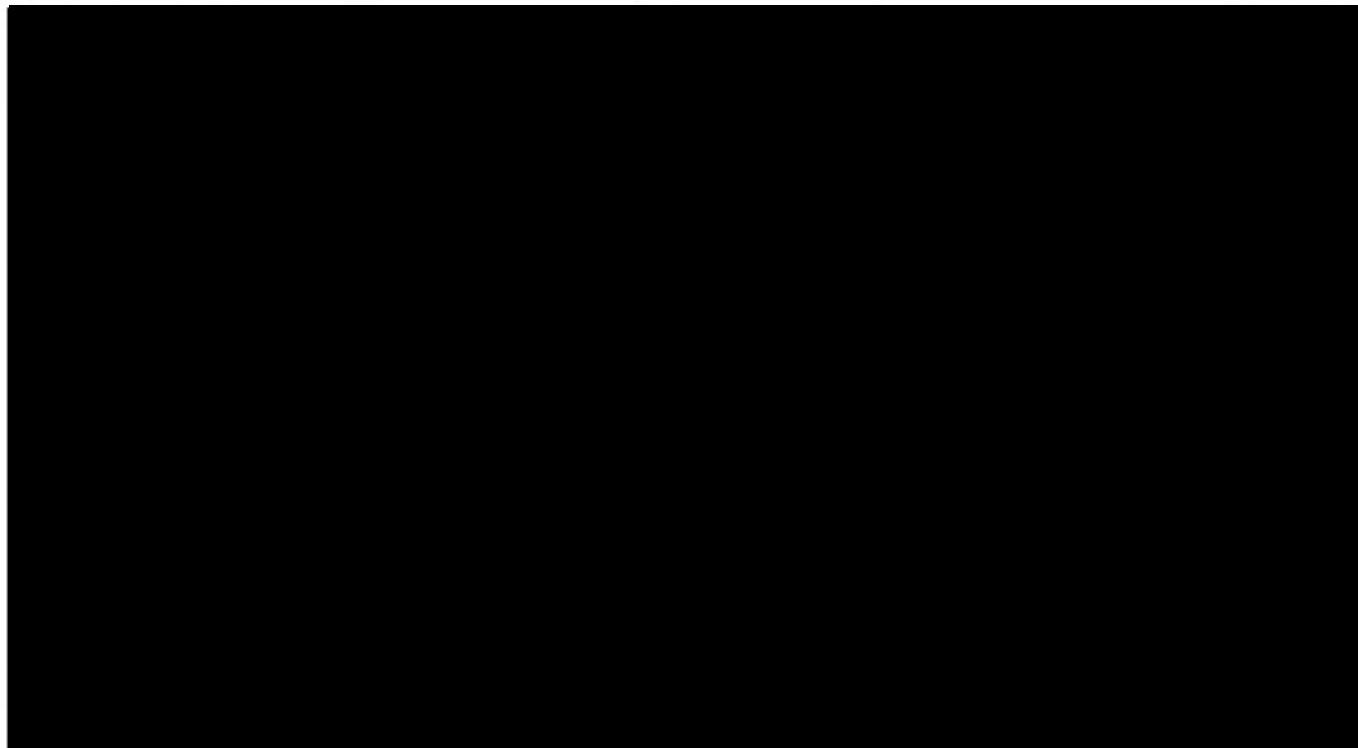


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What's our history and where are we today?



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The application of our compensation philosophy

- Base pay
 - Goal: align salaries and performance
 - Provide competitive, performance-oriented pay
 - The targeted salary for the employee's job code and comp region, set at the market 75th percentile → note: we pay for the job as performed at Google
 - Move salaries of good performers aggressively relative to market and peers
 - Limit salary increases for low performers
- Total direct compensation (base + bonus + equity)
 - Leverage for top performers through bonus program
 - “Cascading” value with refresh grants and vesting equity as long-term incentive

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Merit and promotional matrices that drive the modeled amounts available to all planners and managers at gComp help website

Better processes – including GHR data freezes, procedure for managing transfers and data audits prior to launch – to ensure inputs used to drive modeled individual increases are accurate; automated process for syncing data between GHR, PERF and gComp

- New, internally developed tool, with feature improvements over vendor tool from last cycle:
- Notes functionality and audit trail functionality
- Supports Firefox 1.5+ on Mac, Linux, and Windows and Mac OS
- Loaded on Google production servers and tested internationally
- Intuitive, easy-to-use currency conversion interface
- Planners are able to recommend changes for employees marked for "zero" increases

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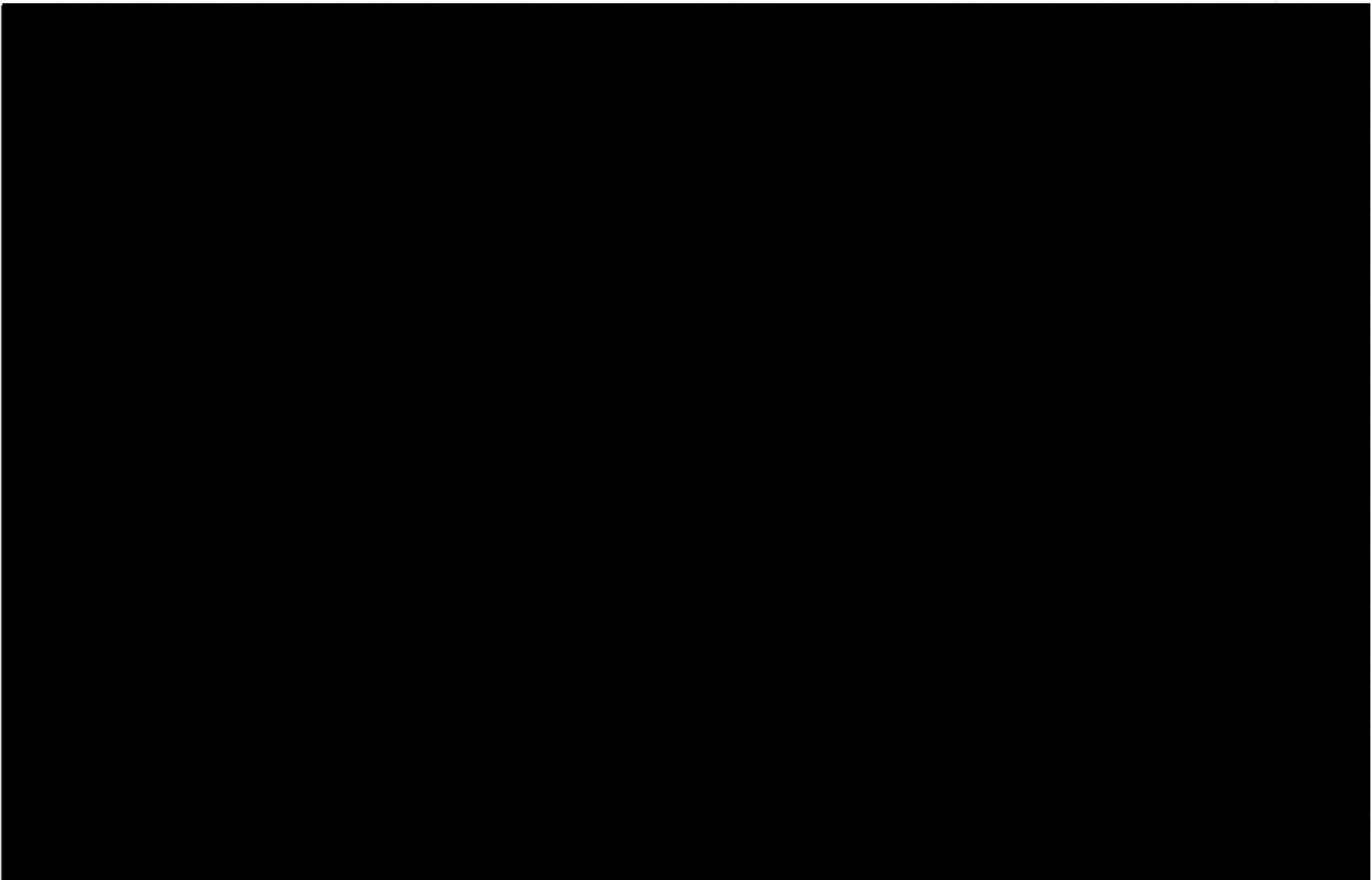
Google Compensation

How we determine market reference points

"Virtual Markets" Analysis	Market Survey Benchmarking
<p>"Virtual markets" median (based on previous pay for recent Google hires) for large n count populations job codes (where n >= 50), such as:</p> <ul style="list-style-type: none">• Systems Administrator II• SQA Engineer/Tester II• Technical Program Manager III• SWE II through Staff SWE (Level 3 through Level 6)	<p>Through benchmarking our pay practices inside and outside of Google using multiple survey sources, we determine a target pay rate for each job family and level combination</p> <p>We refer to this target pay rate as the market reference point (MRP), which is set at the market 75th percentile for most roles (i.e., better than 75% of other companies for the same position)</p> <p>The MRP is the basis of all modeled salary increases</p>

Google uses the higher of the two data points

In most cases, "virtual market" is below market 75th percentile

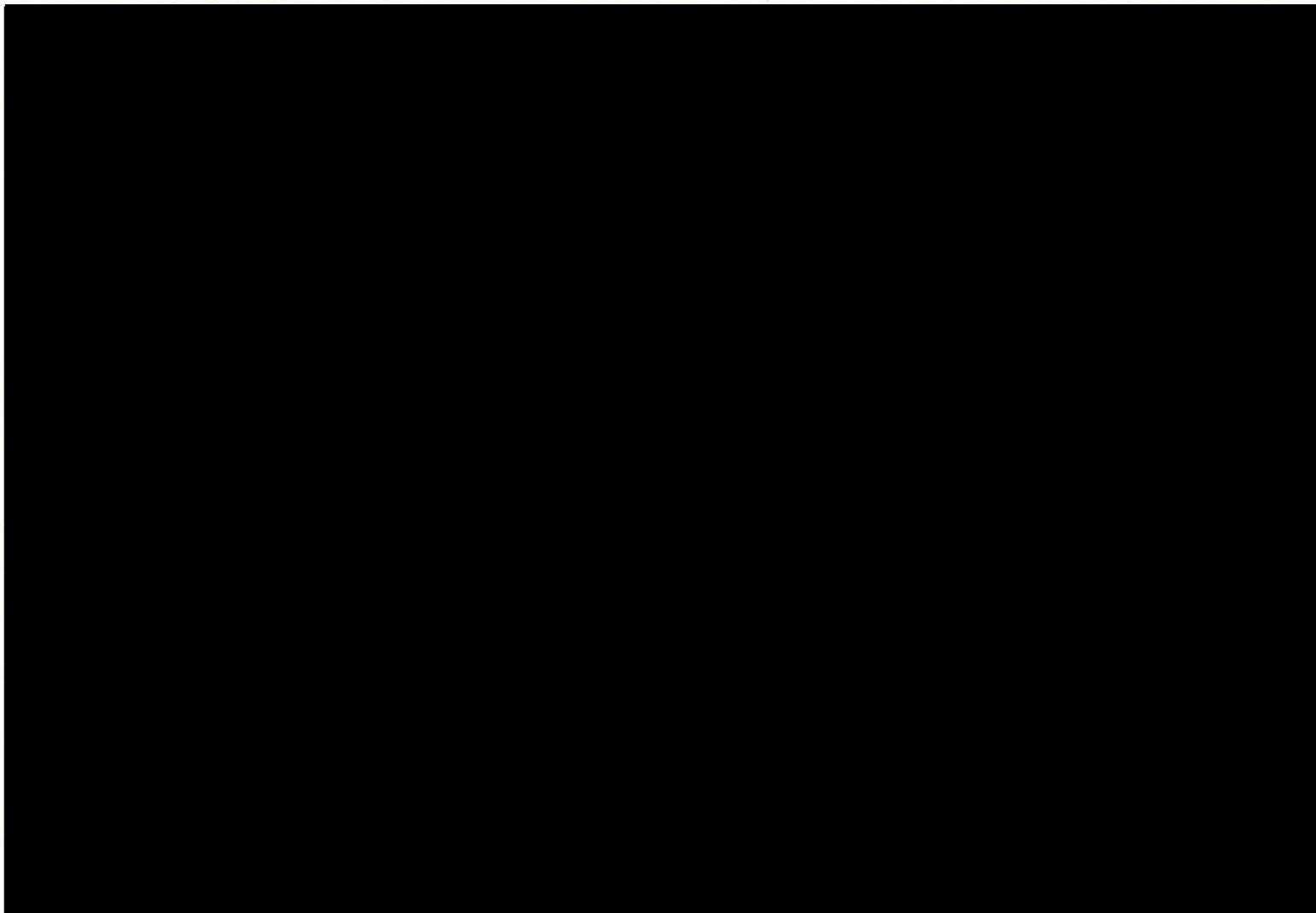


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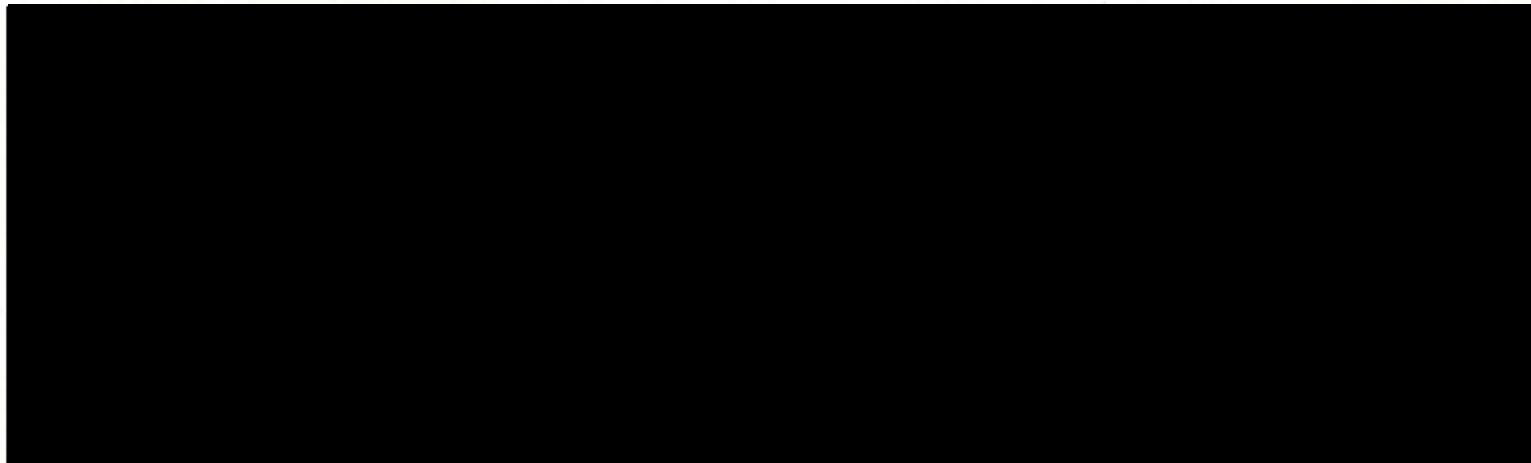


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Budget & Planner Discretion

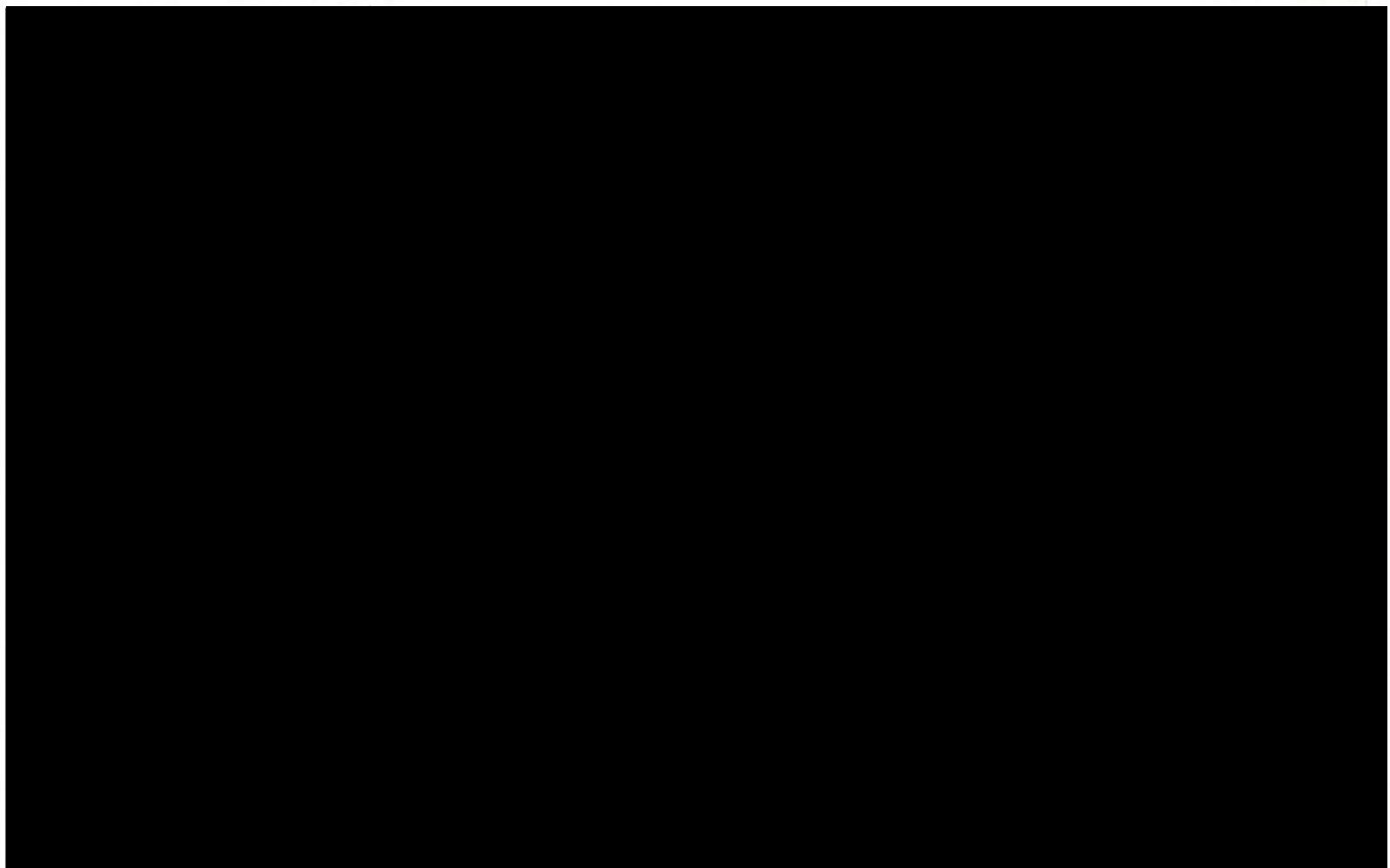


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Questions & Answers

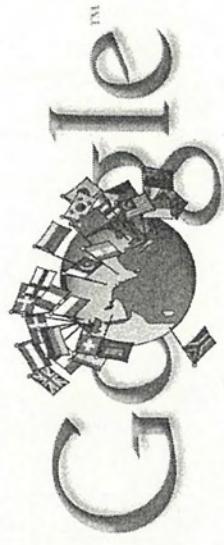
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Thank You!



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